

FY2026 Q1 Financial Results Presentation

Orchestra Holdings Inc.

May 15, 2026



ORCHESTRA HOLDINGS

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- **FY2026 Q1 Financial Highlights**
- **FY2026 Earnings Forecast and Growth Strategy**
- **Supplementary Materials**

Vision

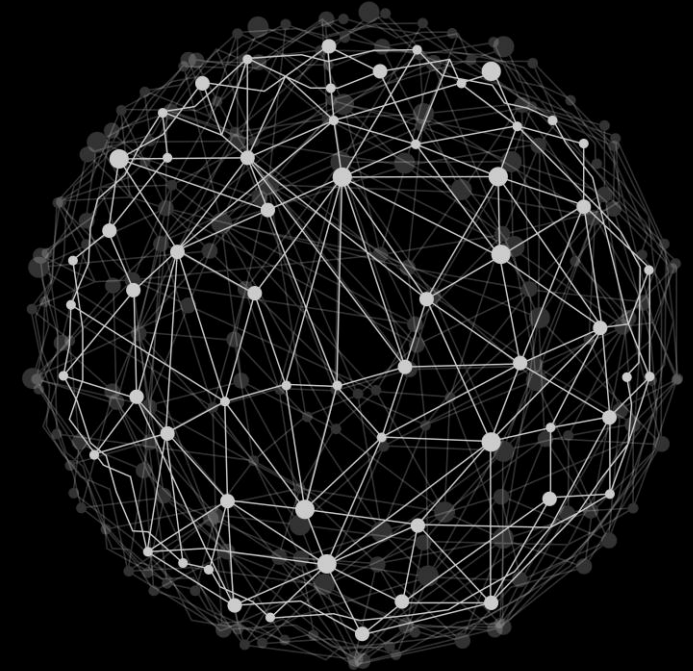
The Chain of Creation

As the global economy continues to grow, Japan faces structural challenges such as a declining population, low productivity due to delayed digitalization, and insufficient investment, leading to a relative decline in its economic position.

To regain growth, Japan must pursue new value creation through digital and AI-driven transformation, flexible use of human resources free from outdated conventions, and investment in new technologies and businesses.

At Orchestra Holdings, under the concept of “the chain of creation,” we foster co-creation among diverse people and businesses, generating continuous cycles of value and innovation.

True to our name, each member performs with professionalism and harmony, combining diverse strengths to contribute to Japan’s economic growth and innovation.



Markets Addressed and Market Opportunities

Internet Advertising Market

JPY 4.0 trillion ※1

Market Opportunities

Companies are reallocating advertising budgets from mass media to digital channels amid the digitalization of consumer purchasing behavior and the rise in online engagement. Technological advancements, including AI, are driving stronger demand for performance-based digital advertising that enables measurable results.

Domestic Software Industry Revenue

JPY 16.7 trillion ※2

Market Opportunities

Despite the expanding demand and growing opportunities driven by the advancement of digital transformation (DX) and the emergence of AI, the supply of IT professionals is projected to fall short by more than 800,000 in the medium to long term.

More than 30% of the software development process is accounted for by the testing phase.

※ The software testing market ※3 is estimated to be approximately **JPY 6 trillion**.

Content Industry

JPY 14.2 trillion ※4

Market Opportunities

Amid the digitalization of traditional content, the growing number of individual creators, the expansion of distribution platforms, and the widespread adoption of the “Oshi” fan culture, demand is increasing for experiential content and for content that leverages cutting-edge technologies such as AI and XR.

※1: Dentsu Inc., “Advertising Expenditures in Japan 2025” (March 2026)

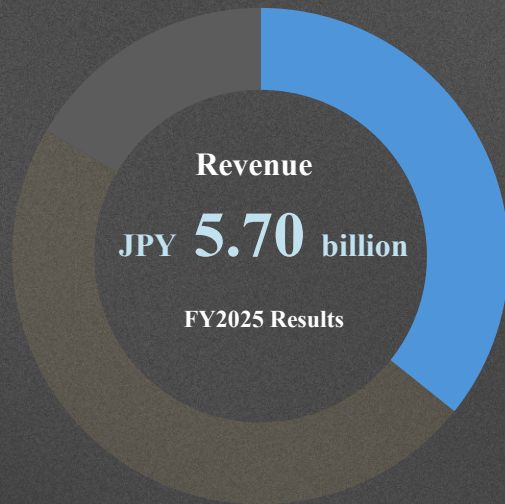
※2: Ministry of Economy, Trade and Industry, based on sales figures for the software industry in the “Basic Survey on the Information and Communications Industry”

※3: Information-technology Promotion Agency (IPA), referring to the proportion of the integration test and system test phases among the five development stages in new software development, as presented in the “Software Development Data White Paper”

※4: Digital Content Association of Japan, “Digital Content White Paper 2025” (September 2025)

Business Domains of Orchestra Holdings

Digital Marketing (DM Business)



Provides comprehensive, end-to-end digital marketing services encompassing strategic planning, campaign development, and operational execution. Characterized by a “full-funnel” and high value-added service offering.

Strategic Planning

Data Analysis

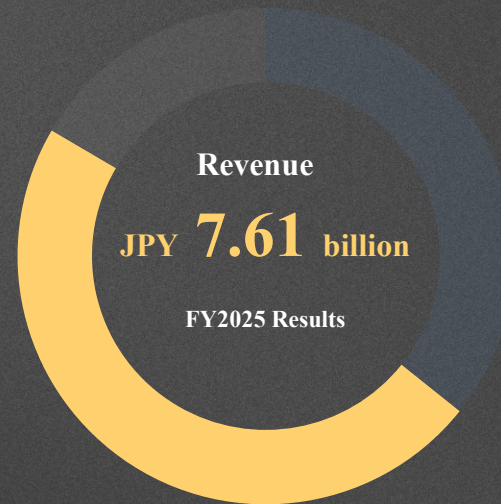
Creative
Production

Awareness
Advertising

Performance
Advertising

SEO

Digital Transformation (DX Business)



Providing a wide range of services, including cloud integration and system solutions. The software testing service, launched in 2023, is experiencing rapid growth.

Web-based

Mobile services

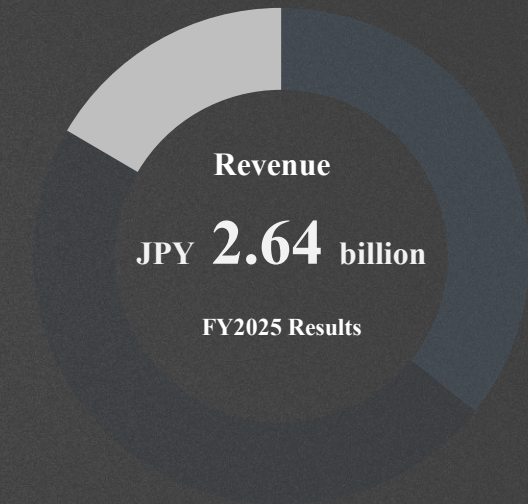
Core System

Cloud Integration

System Solutions

Software Testing

IP, Entertainment, Other



Developing and nurturing new core businesses and businesses that will become pillars for securing stable revenue. Another key feature is that it comprises business units contributing to maximizing HD synergy.

Game
Development

In-house
Applications

IP

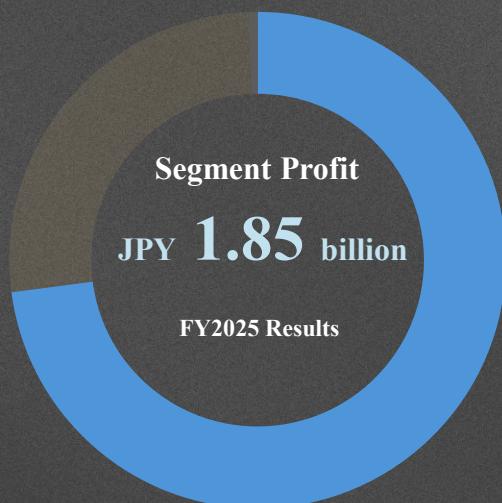
IT Talent
Placement

IT Staffing
Services

HR SaaS

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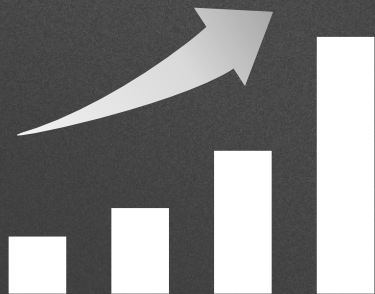
Orchestra Holdings' Growth Strategy

Our Core Strategy Since Founding

“Competing in Growth Markets”

Positioned as our most important strategic initiative.

We will identify and develop new markets and growth opportunities by leveraging macro trends and our proprietary assets.



Opportunities for Non-Linear Growth

“Proactive Use of M&A”

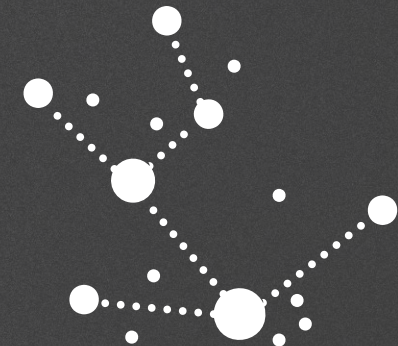
Since our founding, we have executed approximately 30 M&A transactions. We create non-linear growth opportunities, ranging from entering new markets to strengthening our existing businesses.



HD Synergies through Group Collaboration

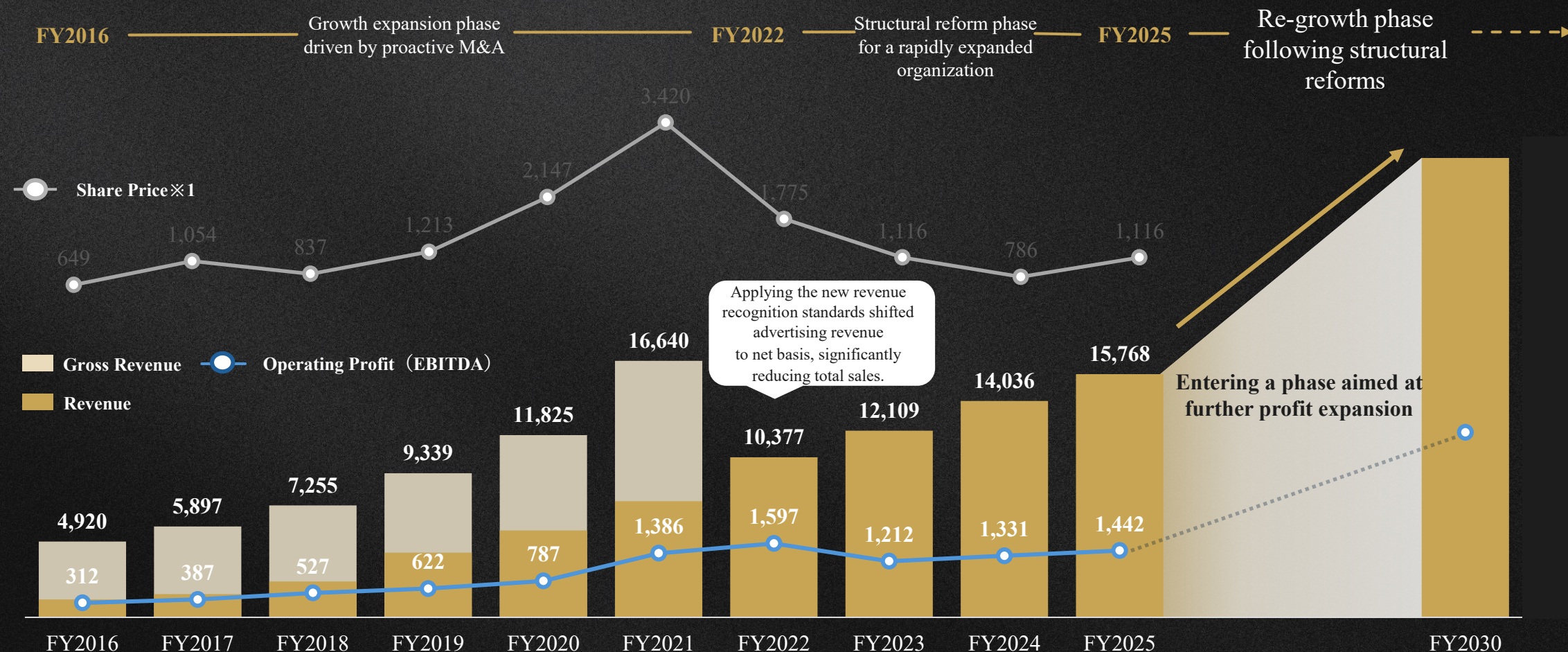
“The Chain of Creation”

In new technology and high-growth domains, we will create new services and new businesses through collaboration across the Group, thereby embodying our vision of “a chain of creation.”



Mid-term business outlook

- After undergoing a structural reform phase starting in FY2022, the Company will enter a growth phase from FY2026, accelerating profit expansion.



※1 : The share price used is the adjusted closing price as of the last trading day of each fiscal year.

※2 : Up to FY2024, EBITDA is calculated by adding back depreciation and amortization, including amortization of goodwill, to consolidated operating profit under Japanese GAAP.

Shareholder Return Policy

- We position the enhancement of shareholder return initiatives as a key management priority and will actively pursue their implementation.
- Since issuing its first dividend in FY2018, the Company has increased dividends every fiscal year.

Dividends from Retained Earnings

Dividend per Share	
FY2023	Ordinary dividend 10.0 yen
FY2024	Ordinary dividend 11.0 yen
FY2025	Ordinary dividend 12.0 yen
FY2026 (Forecast)	Ordinary dividend 13.0 yen

Share Repurchase

Summary of the Latest Share Repurchase※1	
Implementation Period	February 16, 2026 – March 24, 2026
Class of Shares to Be Acquired	Our common stock
Method of Repurchase	Open Market Purchases
Total Repurchase Amount	¥99,911 thousand
Maximum Shares to Be Repurchased	92,500 shares

Shareholder Benefits Program

Overview of Shareholder Benefits	
Eligible Shareholders	200 or more shares
Holding period	One year or longer of continuous holding※2
Shareholder Benefits	Digital gift worth 15,000 yen
Reference Yield	7.3%※3

※1 : Notice Regarding the Resolution of Matters Related to the Acquisition of Treasury Shares (February 13, 2026)

※2 : Continuous shareholding for at least one year' means that a shareholder holding 200 or more shares is recorded under the same shareholder number on the shareholder registry for three consecutive dates: the end of June and the end of December. The first shareholder benefit will be granted to those who hold 200 or more shares continuously and are recorded on December 31, 2025; June 30, 2026; and December 31, 2026.

※3 : The reference yield is calculated using the stock price as of the end of April 2026 (1,023 yen).

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FY2026 Q1 Financial Summary

Revenue

- Revenue reached JPY 4.03 billion, in line with forecast.
- DM business achieved strong new client acquisition, more than offsetting the loss of a major client in the previous year.

Operating Profit

- Operating profit reached JPY 590 million, exceeding forecast expectations (36.9% progress vs. full-year plan).
- DX business improved profitability through a shift in product mix.

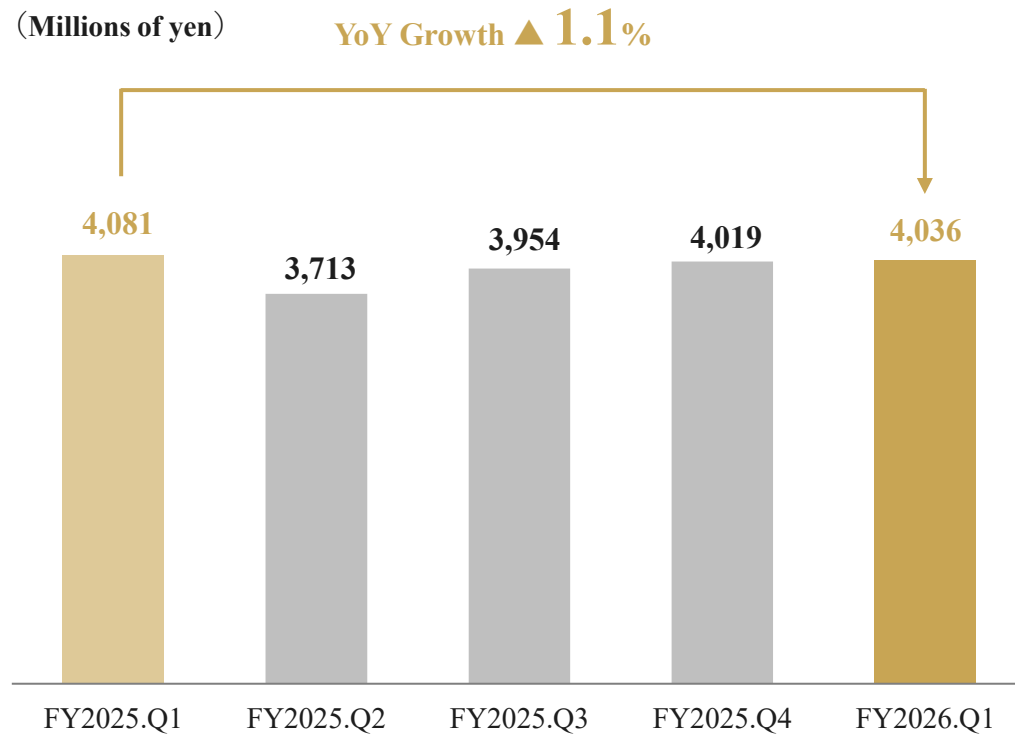
Business Highlights

- DM business aims to accelerate growth through proprietary AI services for expanding LLMO demand.
- DX business improved profitability through AI-driven transformation and expanded auto-ID services.

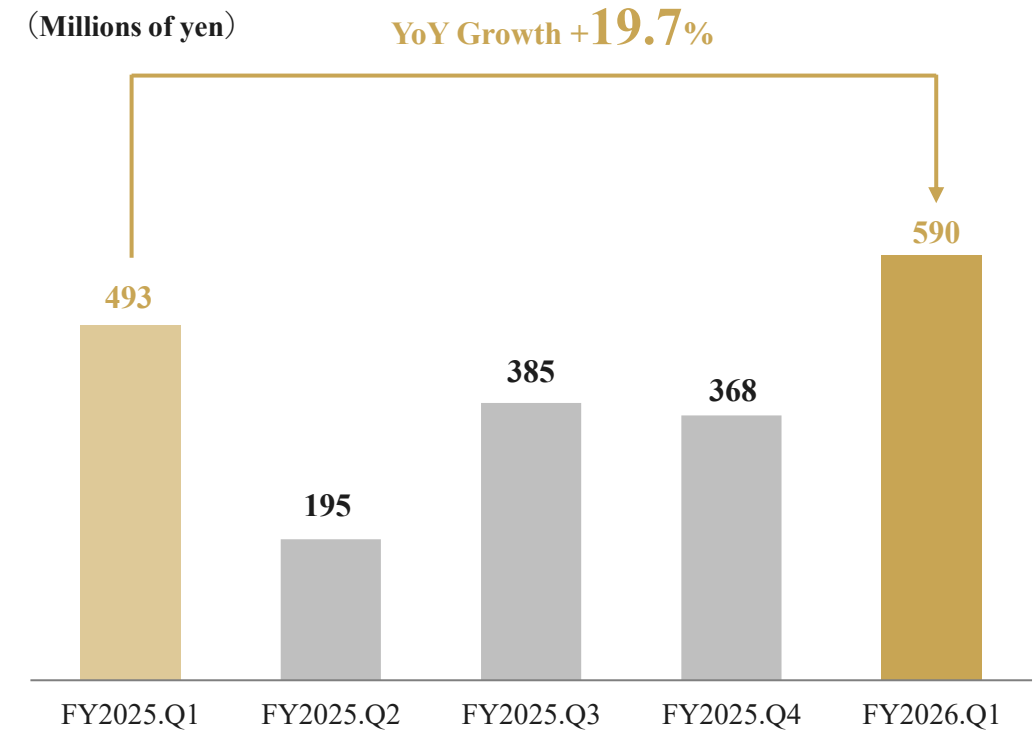
FY2026 Q1 Financial Highlights (Quarterly Period)

- Revenue growth in the DM business exceeded the impact of prior-year contract losses, keeping overall performance in line with expectations.
- Operating profit exceeded expectations (36.9% progress vs. full-year plan), driven by DM business growth and improved DX business profitability through product mix transformation.

Revenue



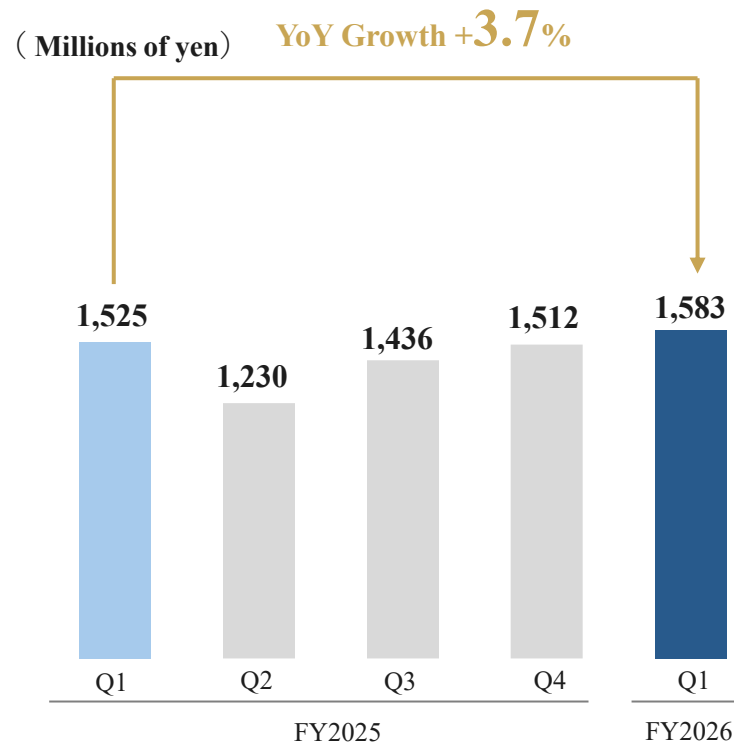
Operating Profit



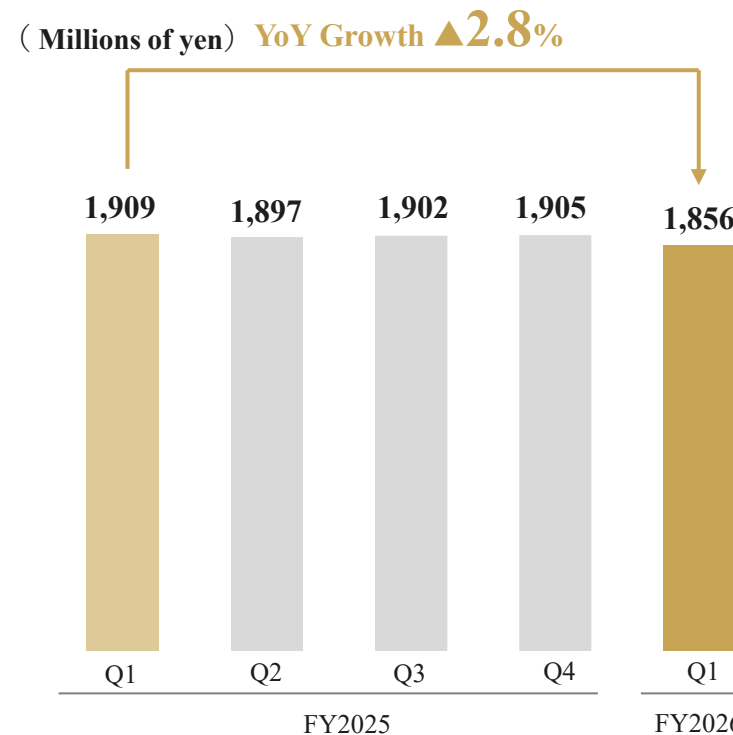
PL Analysis – Segment Revenue (Quarterly Period)

- DM business offset the impact of a major contract loss through strong new client acquisition.
- DX business progressed in line with plan, with growth recovery expected in 2H FY2026 and a continued shift toward higher-margin services.
- IP & Entertainment grew on the back of strong IP business performance, while Other businesses declined.

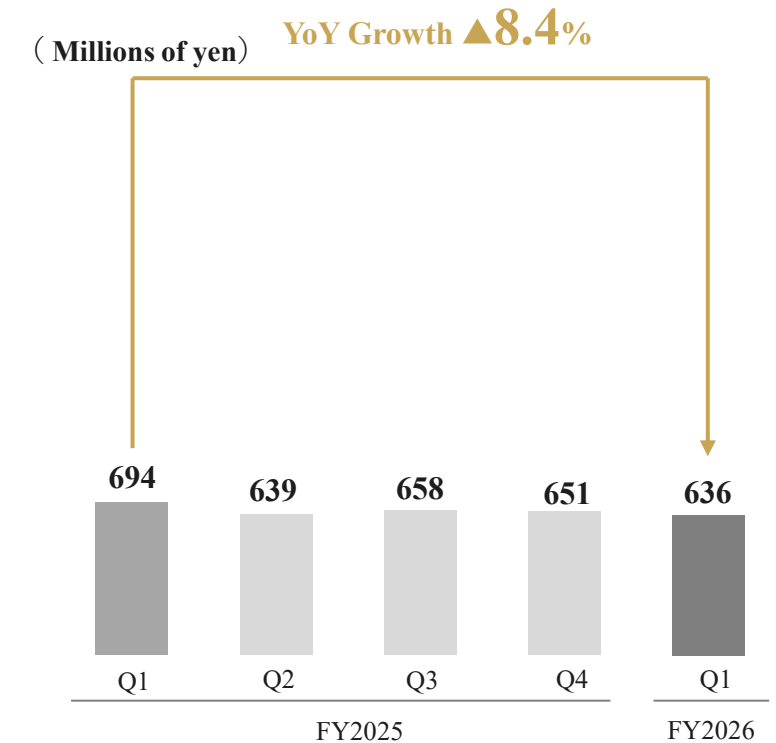
DM Business



DX Business



IP • Entertainment • Other

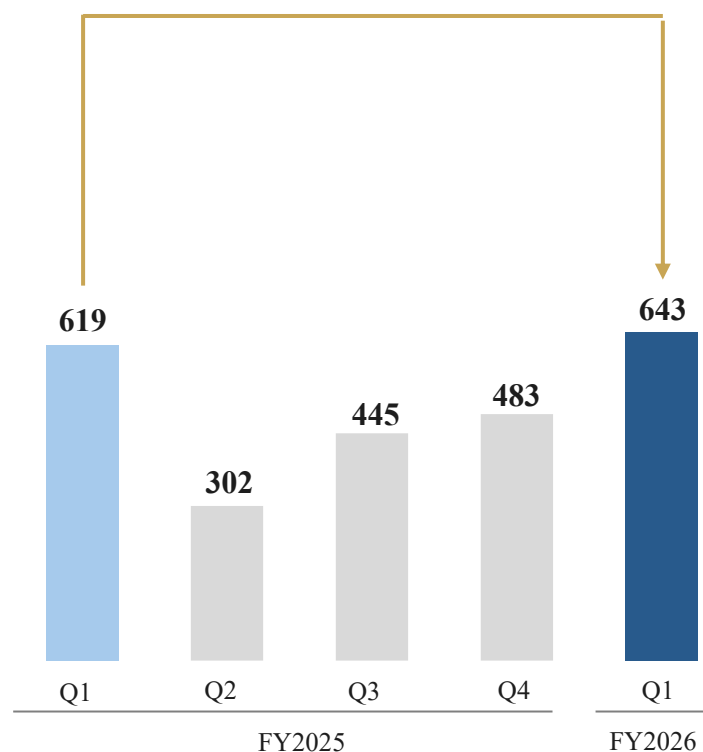


PL Analysis – Segment Profit (Quarterly Period)

- DM business grew 3.9% year on year, driven by revenue growth.
- DX business increased 24.8% year on year, supported by improved profitability at Sharing Innovations and strong VES Group performance.
- Profitability improved in IP & Entertainment / Other, mainly driven by the game development business.

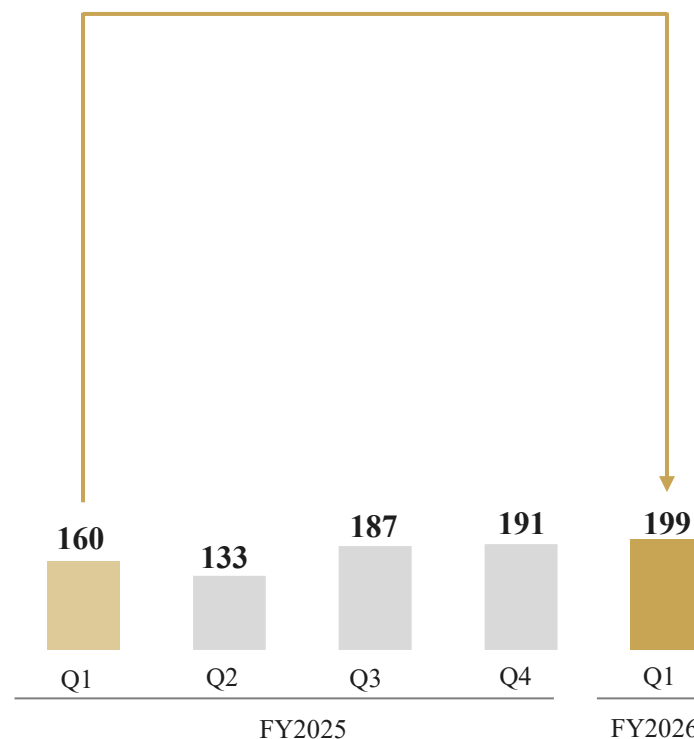
DM Business

(Millions of yen) YoY Growth +3.9%



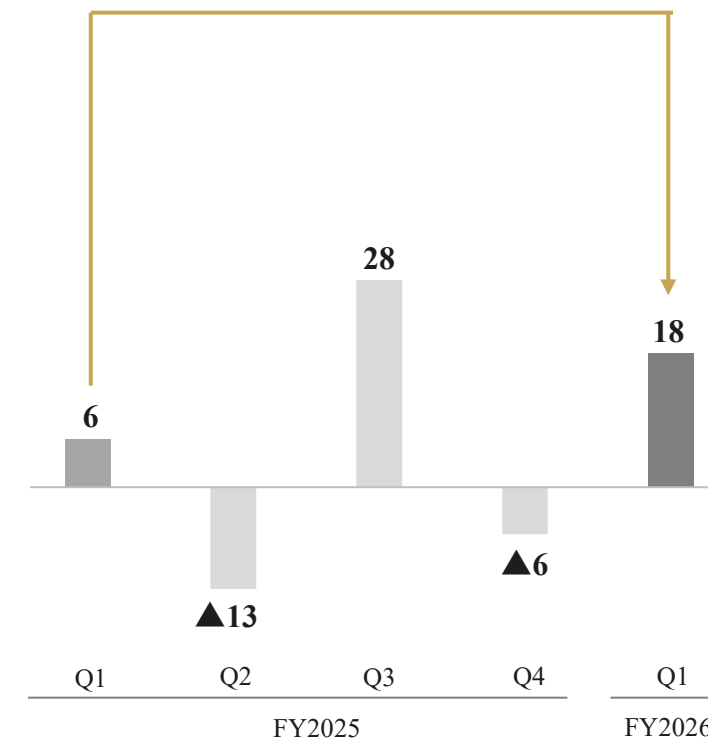
DX Business

(Millions of yen) YoY Growth 24.8%



IP • Entertainment • Other

(Millions of yen) YoY +JPY11million



Business Highlights for Q1 FY2026__DM Business

- The rise of generative AI is driving a turning point in the digital marketing industry.
- Digital Identity developed the AI platform “Forté.AI” to capture this shift and is expanding its internal and external utilization.

LLMO and the Industry Inflection Point

LLMO
Large Language
Model Optimization

A web optimization approach designed to ensure that a company’s websites and services are cited and recommended as information sources in generative AI responses and summaries.



Opportunities for the Digital Marketing Business Driven by Generative AI

Market Expansion

An increasing number of clients are beginning digital marketing initiatives driven by LLMO.

Competitive Edge

The Company’s SEO expertise is highly compatible with LLMO technologies, enabling unique added value.

Improved Profitability

Leveraging AI internally to improve operational efficiency, develop new services, and enhance productivity.

“Forté.AI” and FY2026 Q1 Topics

Forté.AI

An AI platform specialized for digital marketing operations, including research and creative production.



FY2026 Q1 Topics

New Feature Development

LLMO Research Lite

New Service Launch

LLMO Research Service Surpasses 200 Client Companies

Internal Utilization of Forté.AI

**Cumulative Time Savings Through Operational Efficiency Improvements
1,500 Hours**

Business Highlights for Q1 FY2026 __DX Business

- **Sharing Innovations is transforming company-wide operations into an AI-driven model.**
- **At KHWAYz Co.,Ltd, major implementations of RFID*1 solutions continue to increase.**

Sharing Innovations



- Since FY2025, the Company has verified AI effectiveness in actual development projects.
- Based on the results, company-wide workflows are being redesigned into an AI-driven model.

Examples of Target Operations

- AI-driven development (design, implementation, testing, and review)
- Sales (proposal creation, client analysis, and sales planning)
- Marketing & Planning (market research, strategy planning, and content creation)
- Corporate (data analysis, report creation, and workflow design)

KHWAYz

Major Auto-ID Implementation Cases

Case 1

Major Food Manufacturer

- Developed a system for centrally managing the location of fixed assets and equipment.
- Improved asset management accuracy and operational efficiency, leading to deployment across multiple locations.

Case 2

Major Select Shop Retailer

- Developed a system enabling bulk product scanning during inbound inspections.
- Improved operational efficiency by approximately 10x, enabling workflow transformation through logistics and store integration.

※ 1 : RFIDとは「Radio (無線) Frequency (周波数) IDentification (認識)」の略称で読取機器 (リーダー) の電波を用いてタグの情報を非接触で読み取り、書き込みする技術の総称です。

参考 : ケーウェイズ社「RFIDとは?」(https://khwayz.jp/contents/basics/rfid_features.html)

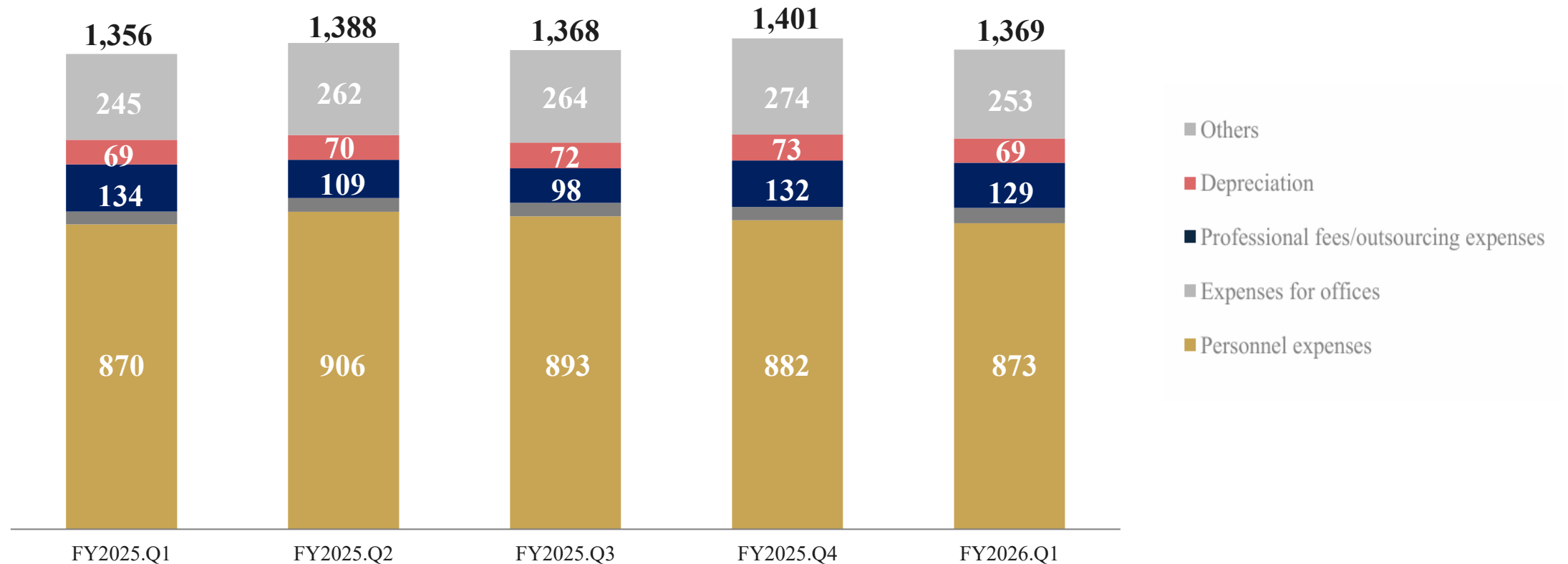
Consolidated Income Statement

- DM business returned to revenue growth following recovery from the prior-year major client loss, while profitability improved in the DX and IP & Entertainment / Other segments.
- Revenue recovered to the prior-year level, while gross profit and operating profit grew year on year.
- Operating profit reached 36.9% of the full-year plan.

(Millions of yen)	FY2025 Q4 Accounting Period	FY2026 Q1 Accounting Period	QoQ	FY2025 Q1 Accounting Period	FY2026 Q1 Accounting Period	YoY
Revenue	4,019	4,036	+0.4%	4,081	4,036	△1.1%
DM business	1,512	1,583	+4.7%	1,525	1,583	+3.7%
DX business	1,905	1,856	△2.6%	1,909	1,856	△2.8%
IP ・ Entertainment ・ Other	651	636	△2.2%	694	636	△8.4%
Consolidation adjustments	△50	△39	-	△49	△39	-
Gross Profit	1,765	1,954	+10.7%	1,853	1,954	+5.4%
Gross Profit Margin	43.9%	48.4%	+4.5pt	45.4%	48.4%	+3.0pt
Business Profit	364	584	+60.6%	496	584	+17.8%
Operating Profit	368	590	+60.4%	493	590	+19.7%
Operating Profit Margin	9.2%	14.6%	+5.5pt	12.1%	14.6%	+2.5pt

Changes in Selling, General and Administrative Expenses

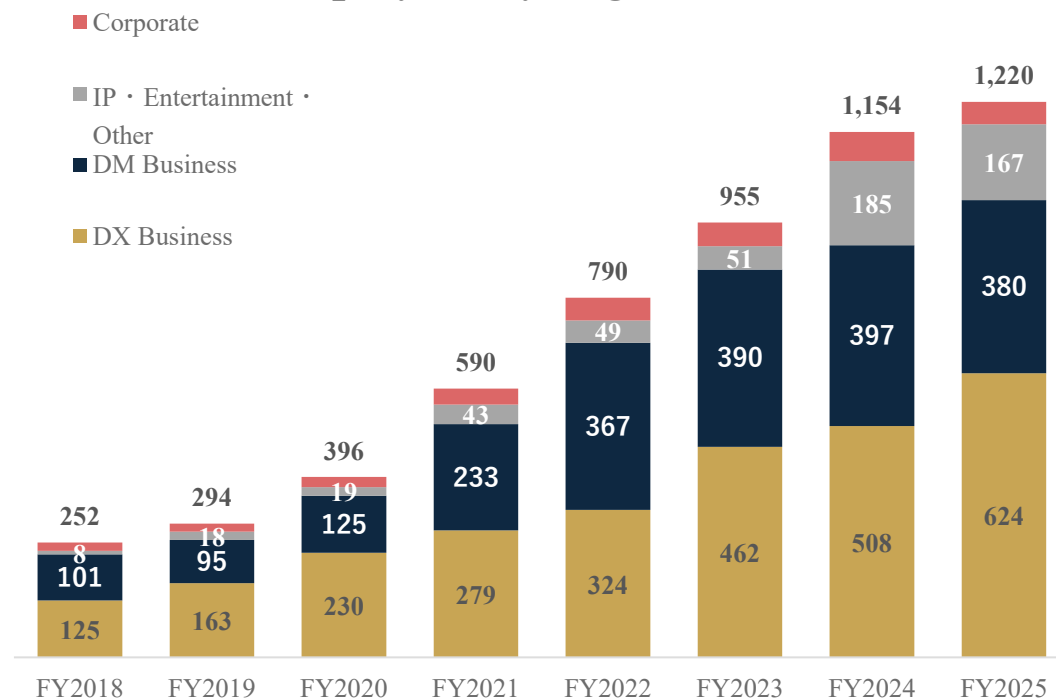
- Although personnel expenses increased year on year, overall cost controls limited the increase in SG&A expenses to 0.9%.
- We will continue to drive optimization through cost control.



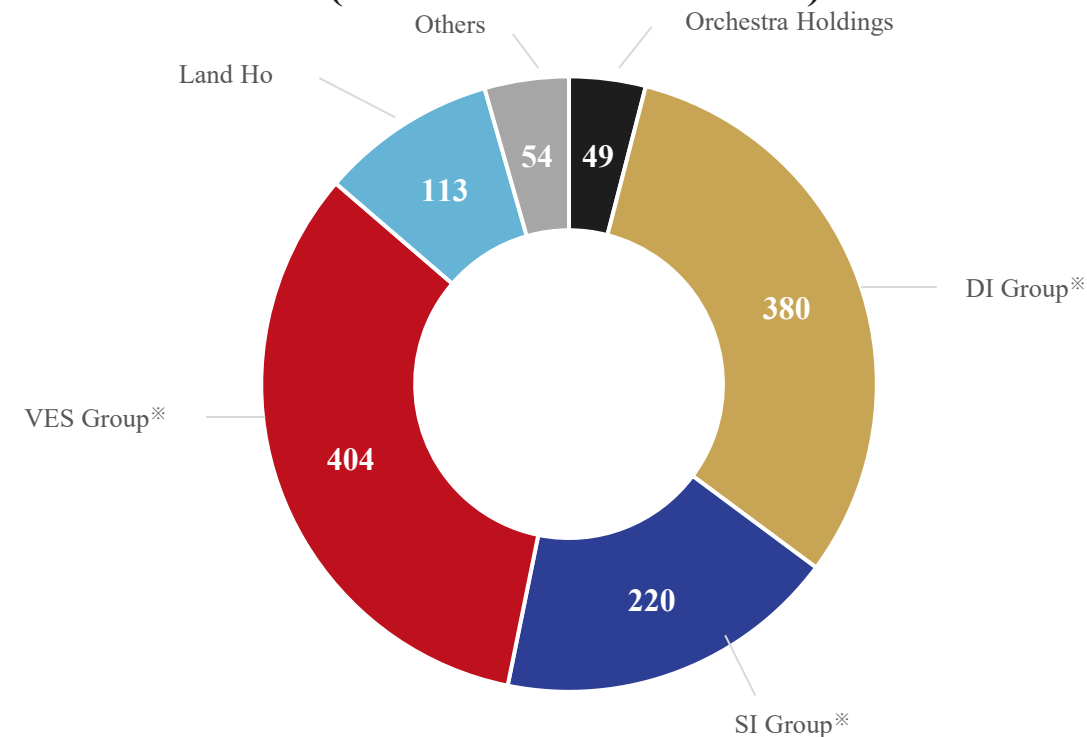
Number of executives and employees

- The number of executives and employees is 1,220 at the end of December 2025.
- The number of employees in the DX business increased by approximately 120 from the end of the previous fiscal year. Organizational structure strengthened through M&A and PM recruitment.
- In the DM business, sales and profit per employee increased due to improved productivity driven by AI initiatives.

Changes in the Number of Officers and Employees by Segment



Officers and Employees by Group Company (End of December 2025)



DI Group : Digital Identity Inc., PEACE Inc., Mint'zPlanning Co., Ltd., Pam Inc.
 SI Group : Sharing Innovations, Sharing Innovations Vietnam
 VES Group : VES, Inc., JTPRO Corporation, KHWAYzCo., Ltd.

Consolidated Statement of Financial Position

Parent company owners' equity ratio: 40.3%. Goodwill-to-capital ratio: approximately 0.76 times. Maintaining financial soundness while continuing growth investments.

(Millions of yen)	FY2025 Q4	FY2026 Q1	% Change
Current Assets	7,532	7,924	+ 5.2%
Non-current Assets	8,627	8,420	△2.4%
Total Assets	16,159	16,345	+1.1%
Current Liabilities	5,417	5,786	+6.8%
Non-current Liabilities	3,728	3,446	△7.6%
Total Liabilities	9,145	9,232	+0.9%
Equity	7,014	7,113	+1.4%
Liabilities and Equity	16,159	16,345	+1.1%

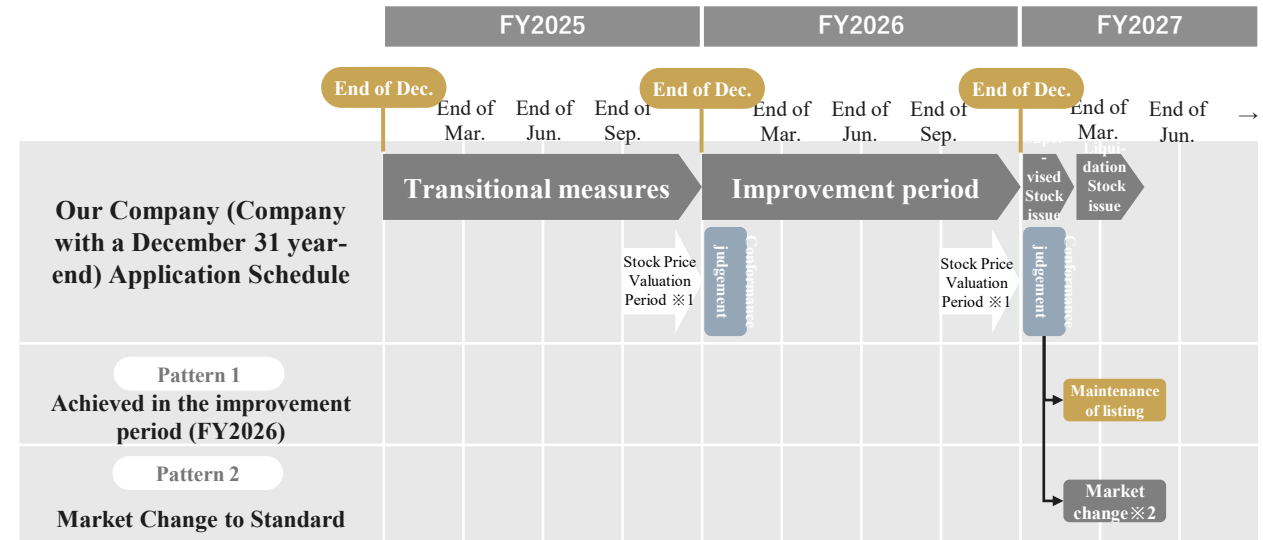
Status of Compliance with Listing Maintenance Standards

- The company continues to fall short of the Prime Market listing maintenance standard for “market capitalization of freely tradable shares.”
- The Company aims to meet the Prime Market listing criteria by improving performance and strengthening shareholder returns.

Compliance Status with Prime Market Listing Maintenance Standards

	Prime Market criteria	As of December 31, 2024	As of December 31, 2025	Compatibility status
Number of shareholders	800 people	3,018 People	5,008 People	○
Number of shares in circulation	20,000 units	39,233 Units	36,609 units	○
Total market value of shares in circulation	10 billion yen	3.28 billion Yen	3.60 billion Yen※1	×
Ratio of shares in circulation	35.0%	39.0%	36.4%	○

Response Schedule



※1: The market capitalization of tradable shares is calculated by multiplying the average of the daily final share price during the stock price evaluation period (three months prior to the end of the fiscal year) by the number of shares in circulation at the end of the fiscal year.

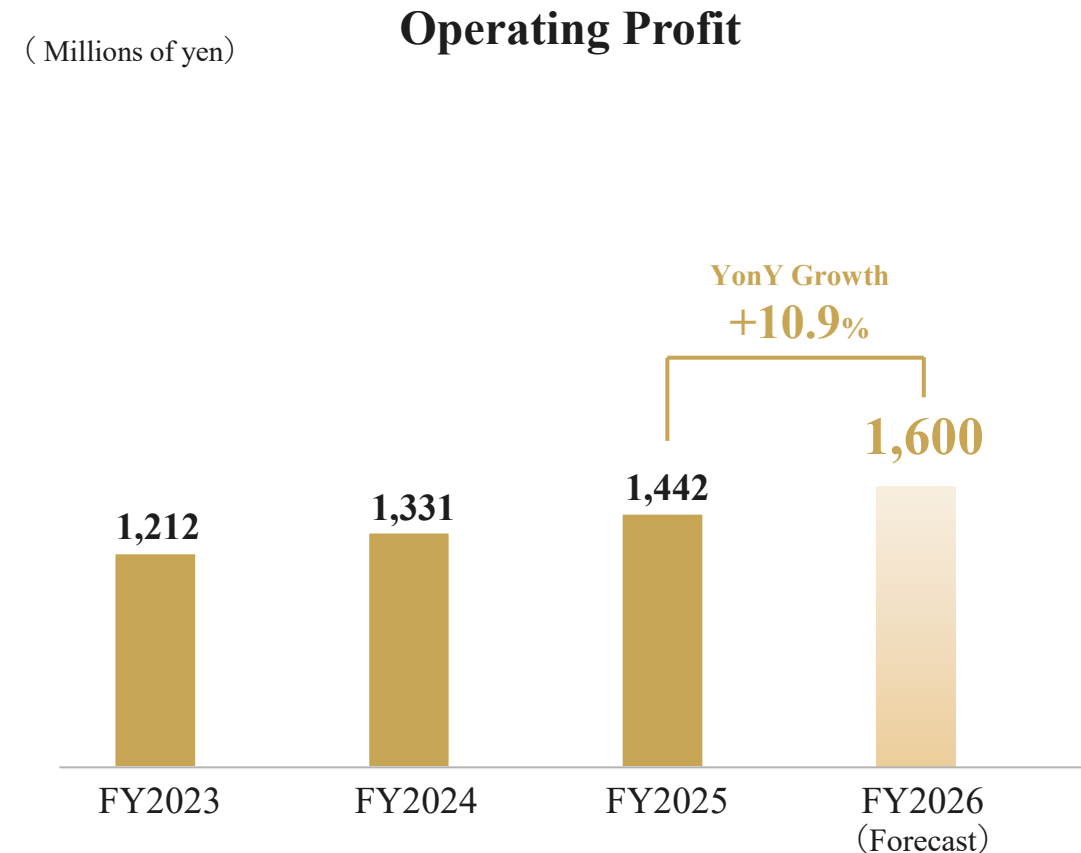
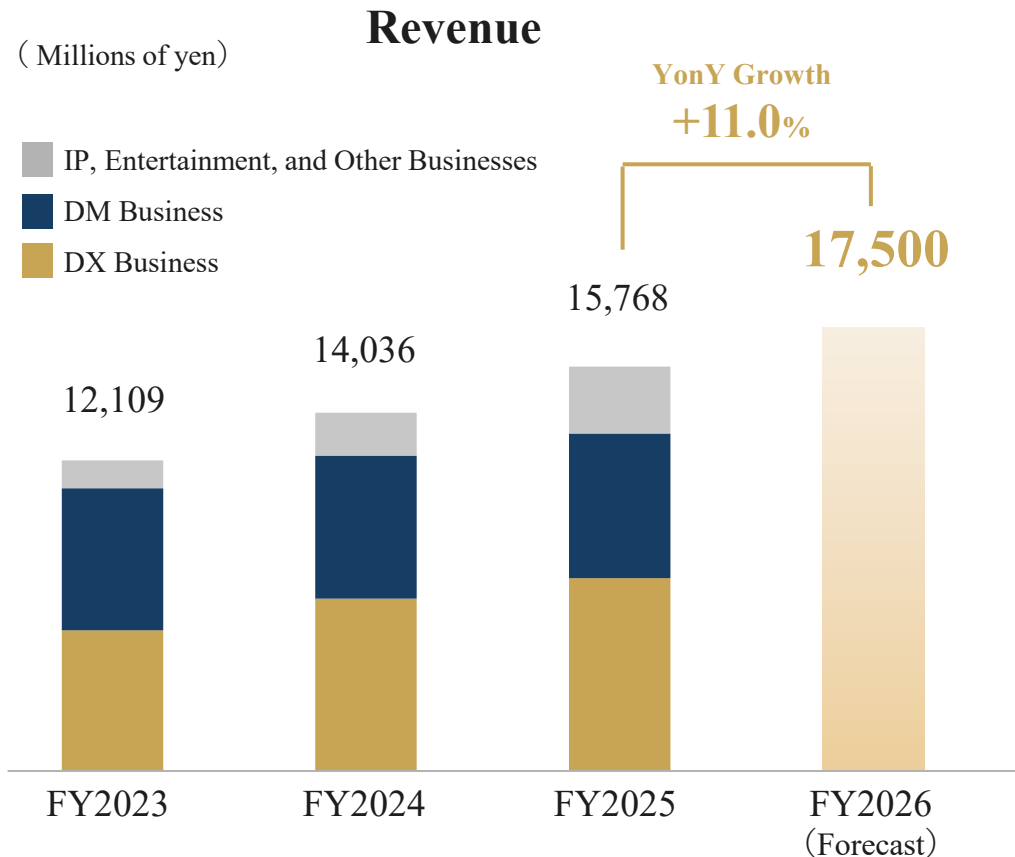
※2: Application for change of market classification must be made by the end of December of FY2026.

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FY2026 Earnings Forecast

- In the DX Business, we will strengthen our organization by expanding our human capital through hiring and M&A.
- In the DM Business, we will accelerate growth by enhancing our sales and proposal capabilities, building on the momentum from 2H 2025.
- In IP, Entertainment and Other Businesses, our current focus areas are expected to continue growing steadily.



Key Priority Themes and Major Initiatives by Business

DX Business

Key Priority Themes

- 01 Expand our human capital through recruitment and M&A, while strengthening customer responsiveness and development and operational capabilities.
- 02 Strengthen talent development and retention to enhance human capital value.

Major Initiatives

- Pursue M&A opportunities in growth areas while considering synergies with existing DX group companies.
- Continue proactive initiatives to address the increasingly competitive engineer recruitment market.
- Enhance employee engagement and foster a work environment that enables talent to thrive.

DM Business

Key Priority Themes

- 01 Strengthen large-scale project acquisition by building a customer-preferred organization.
- 02 Continuously enhance value and quality in AI-era digital marketing.

Major Initiatives

- Leverage strengthened organizational, sales, and proposal capabilities to increase large-scale project wins and improve conversion rates.
- Develop AI products for digital marketing to enhance quality and productivity, while accelerating new customer acquisition through selective external sales.

IP, Entertainment, Other

Key Priority Themes

- 01 Pursue growth in the IP and entertainment domain through idol production and game development.
- 02 Pursue growth in other domains through IT talent placement and SaaS-based talent management businesses.

Major Initiatives

- Grow the idol production business, centered on Honey devil—who performed at TIF, Japan's largest idol festival—while aiming to expand the number of groups.
- Pursue the establishment of new businesses in emerging fields, By leveraging expertise gained through game development, including Roblox-based marketing and Unity-powered digital twin technologies,

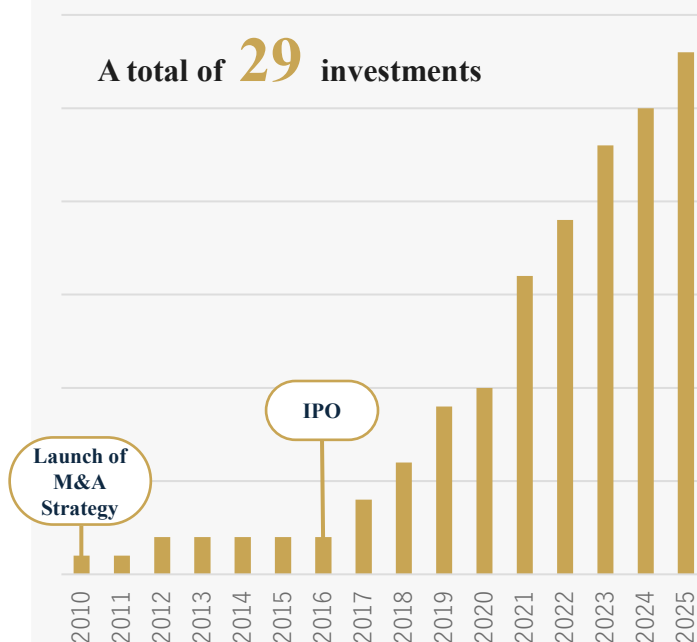
Additional Notes on
Our Growth Strategy

M&A Strategy

Strengths and Characteristics in M&A

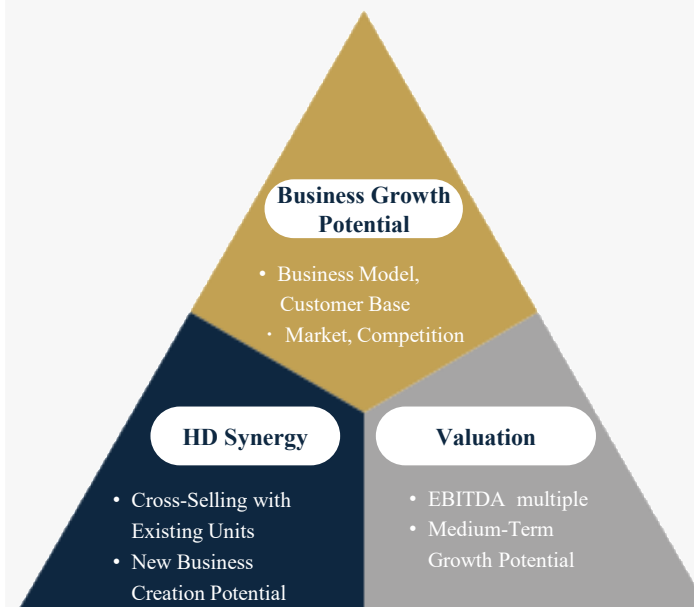
The company's strengths lie in its investment and PMI expertise, as well as its execution capabilities, accumulated through approximately 30 investment transactions.

A total of **29** investments



Investment Criteria

Investment targets are carefully selected based on three criteria: growth potential, holding company synergies, and valuation.



Investment Targets

Currently focusing on sourcing small and medium-sized enterprises in the following sectors.

01

DX Business

The early expansion of headcount is important as it is directly linked to development capability. Investment targets include companies engaged in upstream development such as IT consulting and ERP implementation, as well as those in the security and software testing domains.

02

DM Business

The purpose is to strengthen the service lineup. Given the expected increase in demand and market expansion over the short to medium term, investment targets include online advertising agencies and social media advertising agencies.

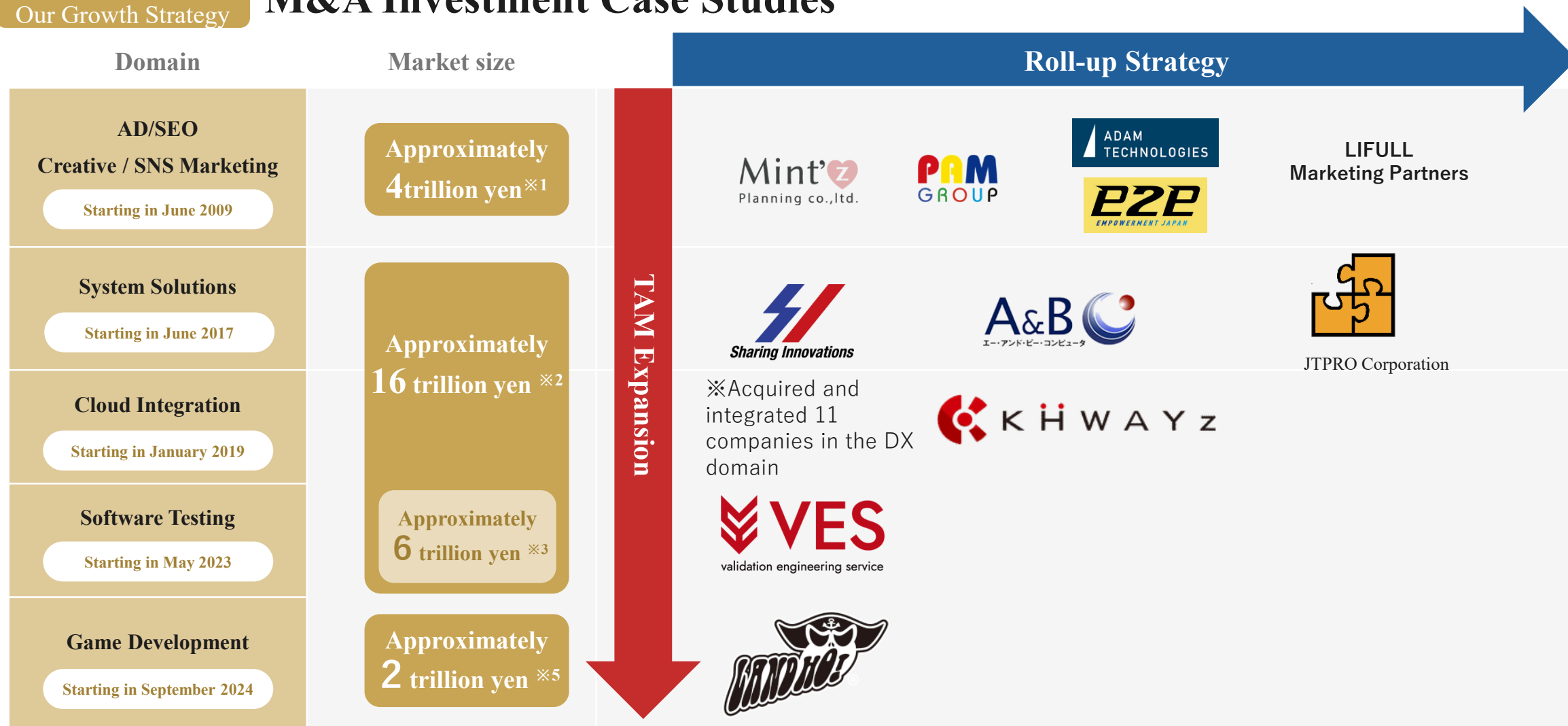
03

IP and Entertainment Market

To accelerate investment activities, companies that already possess intellectual property (IP) are considered investment targets. In the area of game development, companies with strengths in Unreal Engine are considered investment targets. In addition, due to the strong demand for recruitment both from clients and within the company's own operations, human resource agencies are also included as investment targets.

Additional Notes on
Our Growth Strategy

M&A Investment Case Studies



※1 Source: Dentsu, “Advertising Expenditures in Japan” ※2 Source: Ministry of Economy, Trade and Industry, “Information and Communication Industry Basic Survey” (calculated from software industry sales)
 ※3 Source: Information-technology Promotion Agency (IPA), “Software Development Analysis Data Collection” ※4 TAM=Total Addressable Market (maximum addressable market) TAM=Total Addressable Market (maximum addressable market size) ※5 Source: XENO BRAIN, “Market Size Forecast for Game Software Makers.”

Additional Notes on
Our Growth Strategy

The Chain of Creation - Creating New Value through Group Synergies after M&A

Development of New Services

Case Example : Marketing DX Support



By building a marketing data accumulation system through Sharing Innovations and combining it with the marketing services of Digital Identity Inc., the company aims to maximize customer experience and performance outcomes.

Case

- Marketing automation domain within Salesforce

Case Example : Metaverse Marketing



Developing a service that combines game development and marketing technologies to create community spaces and virtual experiences that generate new purchasing channels and enhance brand value.

Case

- Marketing to generation Z using Roblox
- Digital twin domain utilizing Unity

Discontinuous Organizational Expansion

Enhancement of Recruitment and Development Capabilities



- The company's recruitment capability improved as a result of gaining brand recognition as part of a listed corporate group.
- Leveraging the Holdings' strength in M&A capabilities, the company enhanced its development capabilities through the acquisition of industry peers.

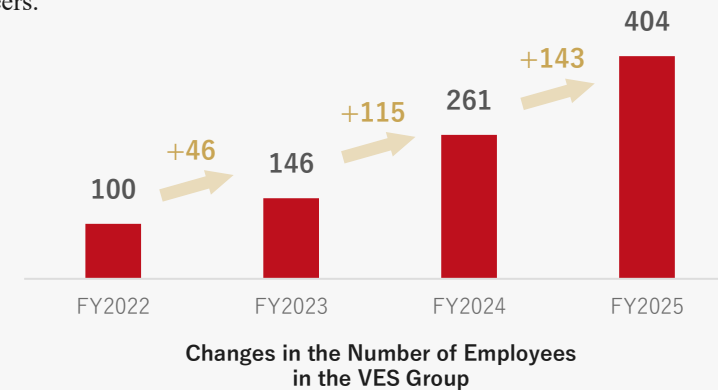


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Our Group Companies

- Centralized management structure enables group companies to focus on core operations.
- Appropriate governance structures established for listed subsidiaries and subsidiaries preparing for listing.



Overview of the DM Business

- We offer a full-funnel consulting service that optimizes every stage of marketing—from strategy and execution to data analysis—to drive customer acquisition and branding success.

Subsidiaries engaged in the DM business

The group operates businesses through two companies.
Digital Identity Inc. represents our original (founding) business.



Digital Identity Inc.

Digital Marketing

Strategic Planning



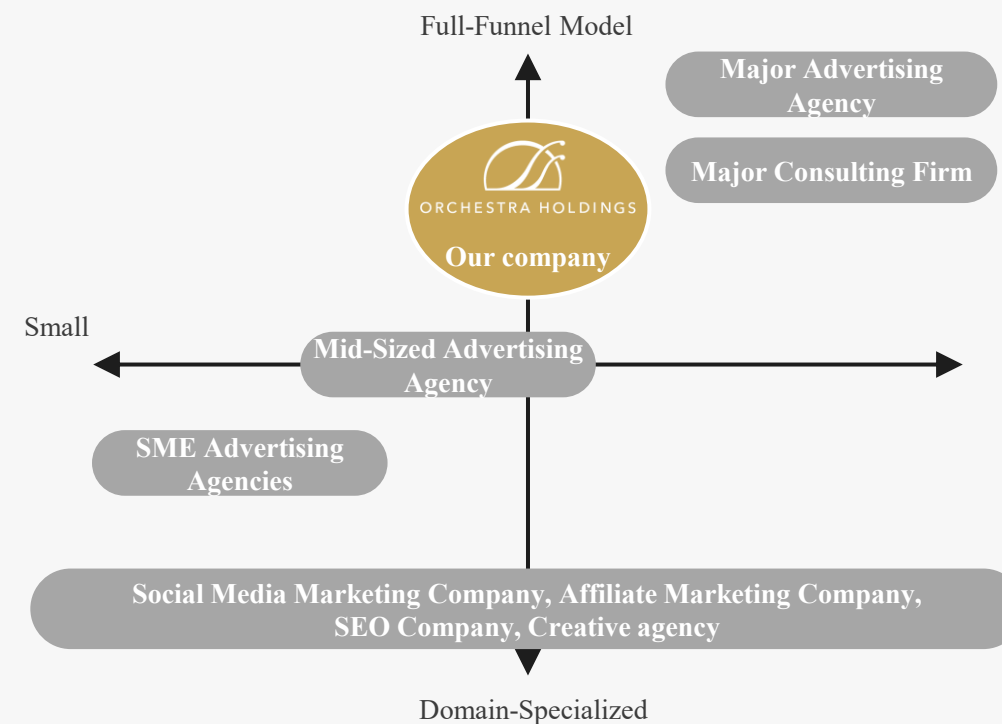
PEACE Inc.

Brand Consulting

Web Production

Positioning

Aim to achieve the No.1 market share in the mid-market segment.

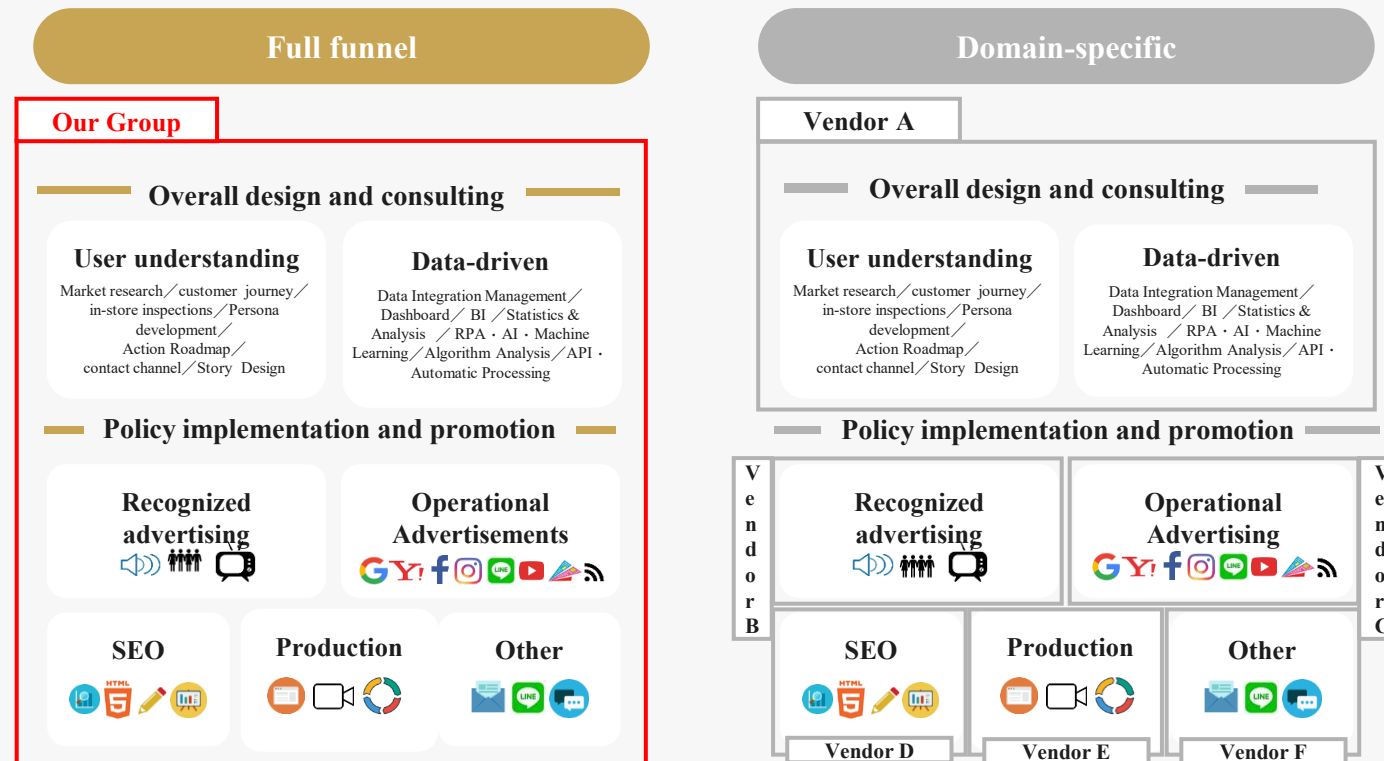


Strengths and Growth Strategy of the DM Business

We offer a comprehensive, full-funnel consulting service that optimizes every aspect of digital marketing—from strategic planning, proposal, and execution to data analysis—helping clients enhance customer acquisition, branding, and overall marketing effectiveness.

Strengths

We provide a diverse range of services that adapt to evolving digital marketing technologies and increasingly complex customer needs.



Growth Strategy

1 Proposals Leveraging Full-Funnel Strengths

We have established a structure that enables comprehensive, full-funnel support—from strategic planning to execution—by centrally managing brand awareness ads, performance ads, SEO, and content production. This integrated approach serves as a major source of our competitive advantage.

2 Industry-Wide Track Record and Growth Strategy

We have an extensive track record across a wide range of industries, including finance, real estate, pharmaceuticals, life insurance, commercial facilities, and web services. Leveraging these strengths, we aim to actively pursue large-scale projects to further expand our business scale and enhance profitability.

3 Empowering Proposals Through Generative AI

In response to the advancement of generative AI, we are enhancing both the quality of our proposals and solutions to drive initiatives that enable clients to solve challenges while achieving sustainable growth.

Overview of the DX Business

Our main clients are enterprises with annual revenues of over 100 billion yen, and we provide three principal services: cloud integration, system development, and software testing.

Subsidiaries engaged in the DX business

Our group operates through four companies.
VES Inc. are growing rapidly in recent years.



Sharing Innovations Inc.

Cloud Integration

Data Analytics Consulting



VES, Inc.

Software Testing

IT Engineer Staffing



KHWAYzCo.,Ltd.

AIDC System Development

IoT System Development



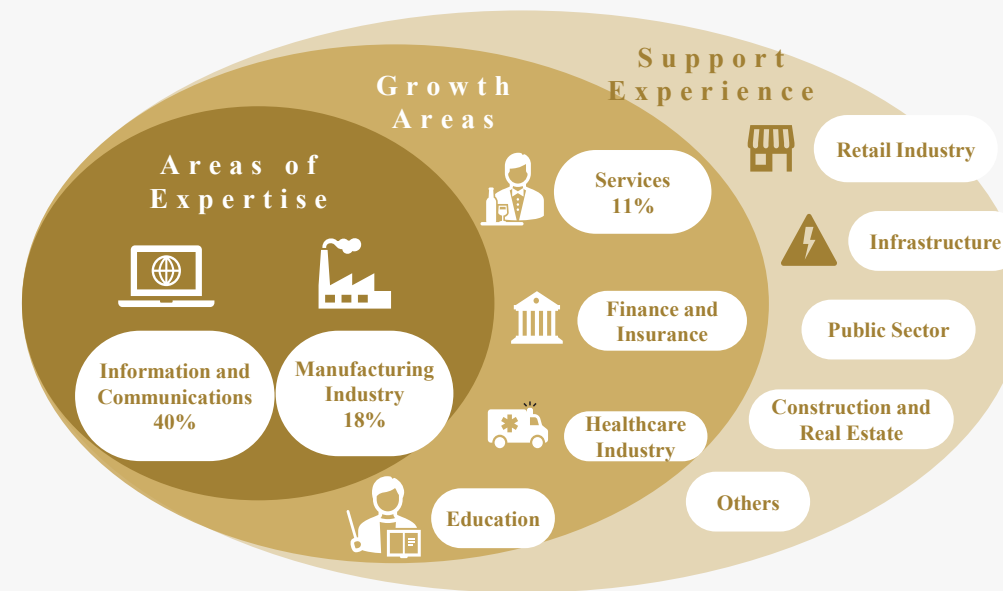
JTPRO Corporation

Website and Web System Development

Core Business System Development

Target Company

The company mainly targets mid-sized and large enterprises with annual sales of over 200 billion yen.



Strengths and Growth Strategy of the DX Business

Strengthen recruitment, training, and development infrastructure to expand orders.

Establish a sustainable growth cycle through the acquisition of large-scale projects.

Strengths flexibility · price advantage · coverage areas

Growth Strategy

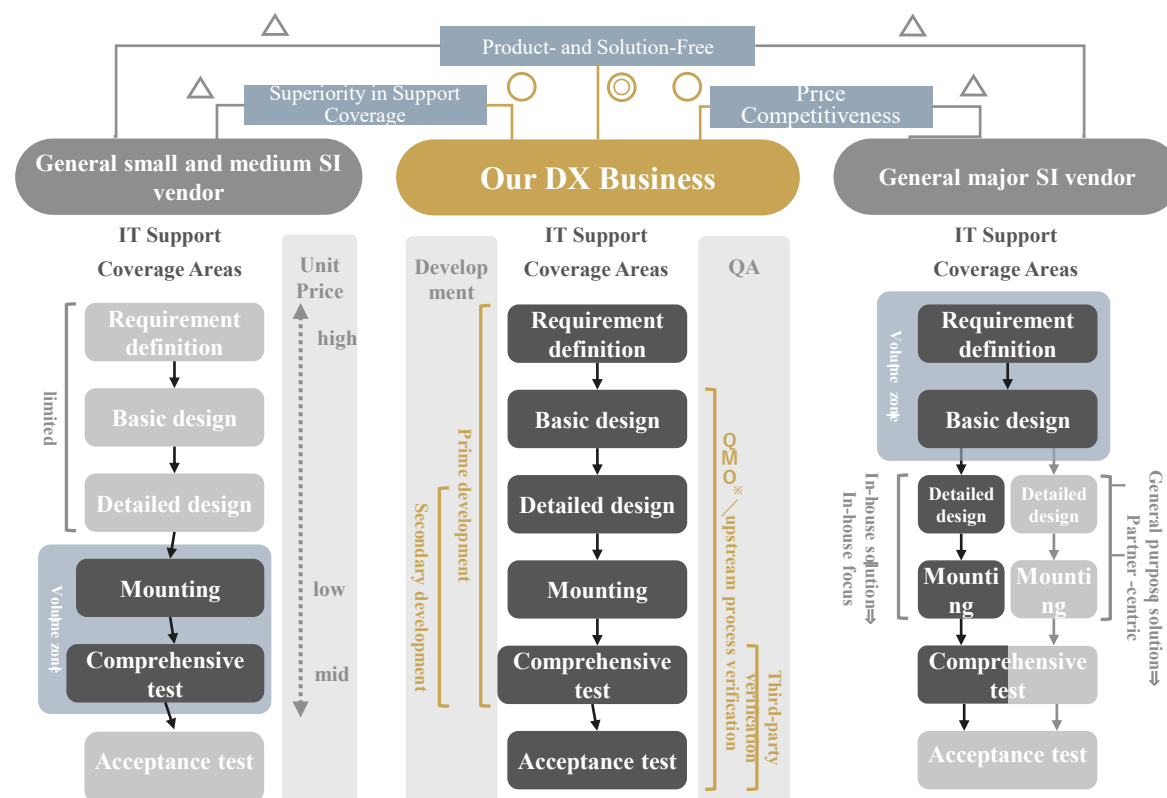
Recruitment

Training

Development
Capability

Customer Base

- We hire top talent from about 1,000 applicants each year and strengthen training based on solid certification achievements.
- Going forward, we will expand recruitment and development, increasing projects and creating opportunities for young talent.
- With stronger development capabilities, we aim to win larger projects and accelerate revenue growth.
- Through this growth cycle, we will enhance client value and build a competitive edge through both technology and talent.



Overview of the IP and Entertainment Market

Expanding services in the “IP & Entertainment” domain, expected to become the third growth pillar, while investing in future growth businesses.

IP & Entertainment Business

Viuvo

IP

- Talent Management
- Idol Group Production



Game Development

- Engages in the planning, development, and operation of games across multiple platforms.
- Also focusing on development within the Roblox platform.



Platform for Fortune-Telling Advisors

- A fortune-telling service that allows users to consult with over 1,000 professional advisors via chat.

Other Businesses



Skill Management SaaS

- SaaS-Based Skill Management System
- Supports skill management and human resource development through the use of advanced technologies.



IT Staffing Agency

- A recruitment agency specializing in IT professionals and creators.



Job Listing Website

- Job and Project Listing Website for Freelance Engineers

ESG Initiatives

We identified material issues under the fundamental policy of “Contributing to the resolution of social issues through business activities.”

Materiality Basic Policy

Our Group believes that contributing to solving social issues through our business activities helps build a sustainable society, which ultimately leads to our Group's sustainable growth and enhanced corporate value.

We will set materiality (key issues) by considering various factors surrounding our Group, such as the business environment, management situation, and business stage, and promote sustainability through our business activities.

ESG Goals Our Group Aims to Achieve



Sustainability Initiatives

1 Achieving Eco-Friendly Offices Through Corporate DX Support

Through Salesforce implementation support and consulting, we assist companies in their digital transformation, promoting workstyle reforms such as digitizing and streamlining internal procedures and enabling remote work. This achieves paperless operations, reduced power consumption, and CO2 reduction.

2 IT talent development, promoting diversity and flexible work arrangements, and respecting human rights

We will actively engage in the digitalization of society, which is expected to advance further, contributing to the realization of an efficient and prosperous society while promoting the development of IT talent.

Furthermore, by providing equal opportunities to all and maximally respecting individual human rights, we will strive to create an environment where human rights are protected in all situations, contributing to the development of a sustainable society.

3 Strengthening the governance framework

Strengthening corporate governance through measures such as establishing various committees, further appointing outside directors, and implementing board effectiveness evaluations.



Vision

The Chain of Creation

– Through our business, we continue to produce pioneers of innovation –



ORCHESTRA HOLDINGS

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